

Card 5

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15 DEC 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Training for Supervisors

1. This memorandum is written in response to Colonel White's note of 28 October in which he refers to a discussion he had with the Management Advisory Group (MAG) on the topic of training supervisors in personnel management. During this particular discussion members of the MAG expressed the feeling "...that no adequate program exists to prepare an officer to be a supervisor; that, when a person becomes a supervisor and periodically thereafter, he should be given a course specifically tailored to his new duties; and that other frequent courses or seminars should be established re specific areas of a supervisor's responsibilities."

2. MAG members are correct in stating that we do not have a training program to prepare an officer to become a supervisor. Our experience has been, and this is widely accepted doctrine in the field of Education, that individuals are most receptive to learning when the subject matter pertains directly to the requirements of their immediate job. Thus we feel that it is more appropriate to concentrate on individuals who have supervisory responsibilities rather than on those who may become supervisors. At present we have two courses designed for this

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purpose -- the Supervision course and the Management course. The Supervision course is offered six (6) times per year for employees in grades GS-05 - 10. The Management course is for GS-11 - 14s and is offered five (5) times per year. Since January 1965 a total of 637 employees have taken Supervision and 567 have taken Management.

3. The members of Support School's Management Faculty strive continually to keep themselves informed of trends and innovations in the fields of Management and Supervision. They also make it a practice to review recent publications and training films which may be used to increase the effectiveness of the curriculum. A majority of the critiques submitted by individuals who have taken the Supervision and Management courses reflect that the courses are beneficial and that many of the principles learned are applicable to their work. We recognize, however, that there may be ways to further increase the effectiveness of both courses. With this in mind, on 10 December Chief, Support School met with Chief, Psychological Services Staff/OMS to discuss the feasibility of reviewing the present Supervision course in order to determine the extent to which desired objectives are being met and whether other techniques could be used to improve the course. C/PSS agrees this would be feasible and has requested Dr. [redacted] to undertake a broad-based evaluation of our introductory-level efforts in the training of supervisors in personnel management.

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4. Dr. [redacted] has indicated his willingness to conduct this review and he plans to proceed along the following lines:

"This evaluation will focus on the Supervision course. The two-fold aim of the proposed evaluation will be a) to assess whether the present training results in behavior which furthers the achievement of organization goals through effective management of human resources and b) to examine various possible means or techniques of training in use elsewhere to determine if any one or combination of them might be introduced to enhance the achievement of our desired results.

"The exact methodology and tactics to be followed in the evaluation remain to be determined but will probably include, while not being limited to, such activities as:

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- a) assigning a research psychologist as an observer to the Supervision course with the intent of his analyzing the interrelationships among course objectives, content, format, and resultants;
- b) conducting interviews with a representative sampling of line supervisors to obtain their views on the appropriateness of course objectives and their recommendations regarding course emphases;
- c) analyzing student critiques produced at the completion of the course;
- d) designing and analyzing feedback questionnaires on the utility of the training to be administered to trainees and their bosses at some later date;
- e) statistically and content analyze materials generated by individual trainees and teams in light of stated course objectives and advocated management values;
- f) become familiar with some of the introductory supervisory training efforts (and their reported efficaciousness) in other government agencies and industry to determine if any of their major themes are not being explored in this Agency;
- g) make available to the Management Training Faculty a psychological consultant for their use as required."

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5. Dr. [REDACTED] anticipates that he will begin his evaluation with the Supervision course scheduled for the period 19 - 23 January 1970. We are looking forward to the results of this study and are hopeful that the findings will enable us to increase the effectiveness of this course in turning out "better bosses."

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6. With reference to the MAC's recommendation that "...frequent courses or seminars should be established on specific areas of a supervisor's responsibility," I believe that we are already doing this through the Managerial Grid course, the Senior Management Seminar (Planning) [SMS(P)], and the Advanced Management Seminar (Planning) [AM(P)].

7. As you know, the Grid is concerned with classifying leadership and various managerial styles. This course was given a total of nine (9) times in 1969 (This includes the four (4) MEDCs.). Since 1964 over twelve hundred (1200) Agency employees have taken the Grid.

8. The SMS(P) and AM(P) are designed to provide individuals in grade GS-13 and higher an understanding of systematic planning and problem solving techniques. The AM(P) for GS-13/14s was given seven (7) times in 1969 and SMS(P) was given twice for individuals in grade GS-15 and higher. Since 1967 448 employees have taken AM(P) and 311 the SMS(P).

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Director of Training

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